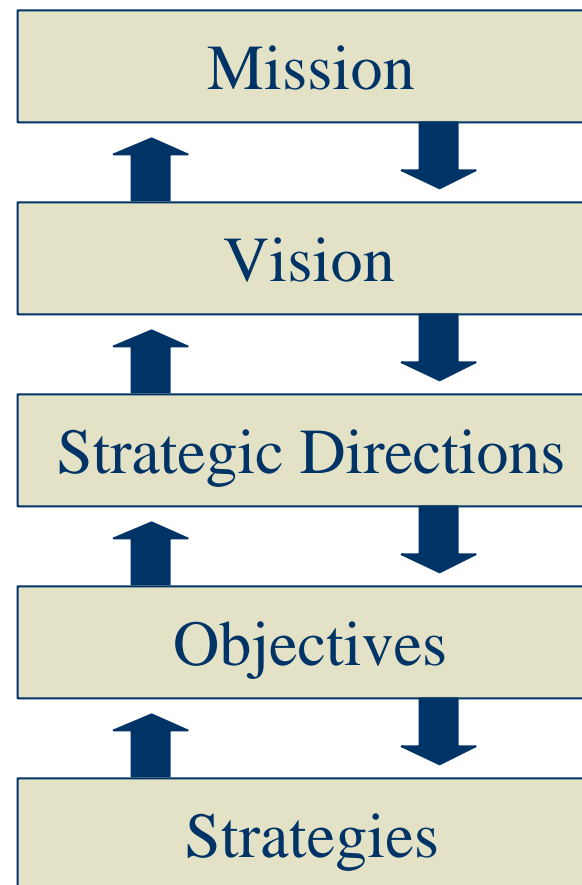# Strategic Planning Community Forum

Hosted by:

Scottsdale Police Department

June 11, 2003

Civic Center Library

6:00-8:00 p.m.

Overview

Mission

↑ ↓

Vision

↑ ↓

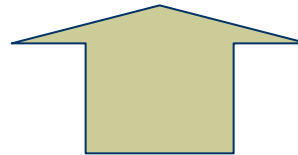Strategic Directions

↑ ↓

Objectives

↑ ↓

Strategies

Mission Statement

The Scottsdale Police Department, in partnership with the citizens of Scottsdale, recognizes the changing needs of our community and law enforcement's role in addressing those needs. Furthermore, we pledge EXCELLENCE, INITIATIVE AND INTEGRITY to enhance the quality of life throughout our City knowing those we serve deserve no less.

VISION

Strategic Direction #1	Strategic Direction #2	Strategic Direction #3	Strategic Direction #4	Strategic Direction #5
Reducing Crime	**Achieving Organizational Effectiveness**	**Strengthening Relationships**	**Advancing Technology Solutions**	**Enhancing Facilities**

Strategic Direction #1 — Reducing Crime
- Objective #1: **Reduce Crime**

Strategic Direction #2 — Achieving Organizational Effectiveness
- Objective #1: **Leadership Development**
- Objective #2: **Organizational Development**
- Objective #3: **Employee Development**

Strategic Direction #3 — Strengthening Relationships
- Objective #1: **Intra-Governmental Relations**
- Objective #2: **Communication**
- Objective #3: **Community Relations**

Strategic Direction #4 — Advancing Technology Solutions
- Objective #1: **Advance Technology**

Strategic Direction #5 — Enhancing Facilities
- Objective #1: **Facility Development**

Vision

- Reduction in Crime
- Exemplary Leadership
- Professional Organization
- Proactive Marketing & Community Outreach
- Collaborative Relationship with City Council
- Effective Employee Development
- Meeting Technology Needs
- Appropriate Funding

Strategic Directions

1. Reducing Crime
2. Achieving Organizational Effectiveness
3. Strengthening Relationships
4. Advancing Technology Solutions
5. Enhancing Facilities

Strategic Direction #1:
Reducing Crime

Reducing Crime

Objective:
Reduce Crime

Strategic Direction #1:
Reducing Crime

Objective: Reduce Crime

Strategies:

- Expand the Traffic Enforcement Unit
- Staff each District with a High Enforcement Arrest Team (HEAT)
- Staff each District with a Crime Prevention Officer
- Staff each District with a Bike Unit & expand coverage in entertainment areas
- District Crime Analyst support
- Maintain police presence in schools
- Develop drug prevention/gang prevention program for elementary & middle schools

Strategic Direction #1:
Reducing Crime

Objective: Reduce Crime (cont.)

Strategies:

- Reinvest in Community Policing (Crime Trends, training & accountability)
- Develop an air-support unit
- Develop a cyber-crime unit
- Implement Explosive Ordinance Disposal   response
- Address quality of life crimes (e.g. prostitution, drug use)
- Prioritize resources & staff accordingly

Strategic Direction #2:
Achieving Organizational Excellence

Achieving Organizational Excellence

Objective #1:
Leadership Development

Objective #2:
Organizational Development

Objective #3:
Employee Development

Strategic Direction #2:
Achieving Organizational Excellence

Objective: Leadership Development

Strategies:

- Hold management staff accountable for department objectives
- Require 360 interviews for promotion (supervisors, peers & subordinates rate)
- Provide leadership development training to sworn & civilian management
- Provide career counseling training to management
- Tie evaluations to department action plan and goals
- Revise promotional process to include department-wide mentoring
- Provide early intervention/behavior identification training to management
- Establish well-defined expectations & skill levels for leadership
- Conduct management retreats

Strategic Direction #2:
Achieving Organizational Excellence

Objective: Organizational Development

Strategies:

- Revise awards & recognition system for sworn & civilian employees
- Expand diversity outreach efforts
- Develop a civilian staffing allocation standard
- Address span of control and workload issues
- Conduct a department-wide General Order Assessment
- Conduct an annual deployment study
- Allow training time while minimizing work backlog & overtime
- Establish a department-wide project tracking & analysis process

Strategic Direction #2:
Achieving Organizational Excellence

Objective: Organizational Development (cont.)

Strategies:

- Establish department process review team
- Test emergency/recovery protocols & develop business recovery plans
- Collaborate with Human Resources Systems to conduct an annual assessment of departmental positions
- Establish a dedicated grant-writer position to seek grants & donations
- Expand the Explorer Program
- Integrate strategic plan, performance measures & annual report
- Staff each District & Division with secretarial support

Strategic Direction #2:
Achieving Organizational Excellence

Objective: Employee Development

Strategies:

- Train & expect quality customer service
- Develop collaborative professional development relationships
- Create a formal mentoring program for sworn & civilian employees
- Initiate carousel of in-house monthly training
- Authorize supervisors to match skill needs to training
- Revise promotional requirements for sworn & initiate for civilian
- Develop career path "roadmap" for employees
- Mandatory rotation for supervisors

Strategic Direction #2:
Achieving Organizational Excellence

Objective: Employee Development (cont.)

Strategies:

- Create an inter-divisional exchange program
- Establish a training unit position to manage civilian training
- Establish a training instructor squad & backfill squad
- Establish an employee support team for those injured on duty

Strategic Direction #3:
Strengthening Relationships

Strengthening Relationships

Objective #1:
Intra-Governmental Relations

Objective #2:
Communication

Objective #3:
Community Relations

Strategic Direction #3:
Strengthening Relationships

Objective: Intra-Governmental Relations

Strategies:

- Require employees to attend Scottsdale Government 101 course
- Include City Council in all police functions/encourage good relations
- Submit weekly updates to City Council addressing current police issues
- Create a city-wide work team to collaborate on police issues
- Establish educational process for City Council that includes attendance at mini-citizen's academy & quarterly ride-a-longs with patrol
- Continue partnerships to develop & maintain emergency response systems
- Establish educational process to teach other city departments (e.g. Purchasing, Risk) about police department needs

Strategic Direction #3:
Strengthening Relationships

Objective: Communication

Strategies:

• Communicate police priorities & approved budget to police employees

• Assign tasks & workload based on police priorities

• Create on-going communications plan & ensure follow-up

• Distribute newsletter to retirees to develop mutual support network

Strategic Direction #3:
Strengthening Relationships

Objective: Community Relations

Strategies:

- Establish a citizen advisory/contact group for each District & the Office of the Chief
- Analyze city demographics to ensure programs meet community needs
- Provide emergency preparedness training to the community
- Develop & implement a Community Emergency Response Team
- Distribute a "good events/deeds" newsletter
- Distribute a monthly "important community issues" newsletter
- Establish police sponsored sporting events
- Establish a police department museum
- Expand department commitment to Special Olympic events

Strategic Direction #4:
Advancing Technology Solutions

Advancing Technology Solutions

Objective:
Advance Technology

Strategic Direction #4:
Advancing Technology Solutions

Objective: Advance Technology

Strategies:

- Establish a priority commitment to technology
- Continue to update & implement Police Strategic Technology Plan
- Leverage resources by partnering with other agencies
- Maintain partnership with City Information Systems Department
- Implement new Computer Aided Dispatch system & message switch
- Implement new Records Management System
- Conduct radio engineering study to improve wireless communications
- Implement state-wide opportunities for sharing data

Strategic Direction #4:
Advancing Technology Solutions

Objective: Advance Technology (cont.)

Strategies:

•Ensure backup of all mission critical job functions

•Explore radio frequency acquisition opportunities

•Move to new radio project along with other valley agencies

•Conduct post-academy refresher radio training for employees

•Eliminate duplicate data entry (e.g. booking, records)

•Expand the department intranet knowledge portal

•Improve department internet website for citizen use

Strategic Direction #4:
Advancing Technology Solutions

Objective: Advance Technology (cont.)

Strategies:

- Improve training technology to include digital video/audio equipment & web-based classes
- Increase staff dedicated to technology acquisition & support
- Upgrade firearms simulation training equipment & software
- Equip police vehicles to provide a complete "mobile office" for officers

Strategic Direction #5:
Enhancing Facilities

Enhancing Facilities

Objective:
Facility Development

Strategic Direction #5:
Enhancing Facilities

Objective: Facility Development

Strategies:

- Complete District I facilities project
- Complete remodeling of District II facilities
- Consolidate Jail to one facility
- Construct new Crime Lab & Property facility
- Determine location & funding source for District IV facilities
- Construct new Communications center
- Complete Police/Fire training facility (Phase 2)
- Construct District III covered parking facility
- Expand District III locker rooms
- Establish a facility manager position

Contact Information

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Community Input

From a community standpoint, what do you see missing?

How do you see yourself as a community helping to make this happen?